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# THE BULLETIN

Vol. VI.

No. 4

Hydro-Electric Power  
Commission of Ontario  
OCTOBER  
1919



Montmorency Falls, Quebec



# **THE BULLETIN**

**PUBLISHED MONTHLY BY THE**

**Hydro-Electric Power  
Commission of Ontario**

**ADMINISTRATION BUILDING  
190 UNIVERSITY AVE.  
TORONTO**



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ONE DOLLAR PER YEAR**

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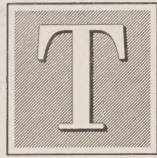






# Editorial

## Co-operation in Merchandising



HERE are many and varied schemes and plans for facilitating the distribution of merchandise through retail channels, but none seem to us to present the real solid, practical advantages offered by a membership in the "Society for Electrical Development, Inc."

Any advertising and merchandising service which aims to assist retail stores en masse, is a more or less cut and dried proposition. So-called advertising syndicates, etc., serve a half way useful purpose. That is, considered on the old axiom that even poor advertising is better than no advertising at all. But, written as they are without reference to individual special local conditions, etc., they do not fill any one dealer's requirement completely, and this advertising must be termed hit-and-miss publicity.

The Society for Electrical Development, Inc., produces throughout the

year a generous output of general advertising matter that may be used by all electrical merchandisers alike, but in addition the Society renders a made to order service written by some of the foremost electrical advertising men on this continent. And going farther than this, there are monthly bulletins, suggested window displays, yearly sales features such as "America's Electrical Week," originated by the Society. The entire resources of the Society are at the disposal of the individual and a vast amount of valuable information is thus readily available to anyone connected with the industry who is a member of the Society. We consider that the manifold advantages offered make a membership well worth while for all Hydro Municipalities. A letter addressed to Mr. J. M. Wakeman, Gen. Manager, The Society for Electrical Development, 29 West 39th Street, New York City, will put any Hydro Manager in possession of full particulars.

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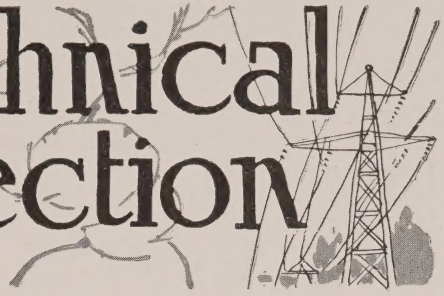
It will be of interest to the readers of the BULLETIN to know that the editor—Mr. W. M. Bostwick—was married October 9th to Miss E. Holding, of Toronto, and New York.

Mr. and Mrs. Bostwick were the recipients of a handsome floor lamp from the members of the staff of the Toronto office.

*Asst. Editor.*



# Technical Section



## City of Belleville Water Supply

**P**RIOR to 1918 the city of Belleville with a population of about 13,000, was supplied with water by two steam pumps and one electrically operated pump, the latter being used only for domestic supply. On account of the growing demand for water, the increased cost of pumping and the condition of the steam pumps, which had been operating many years, it was decided to install new electric pumps and as soon as a duplicate transmission line could be built to the pumping station, to discard all the old pumping equipment.

The pumping station is west of the Moira River (which flows through the centre of the city) and is about one mile from the central business district. The supply is pumped through a single 16-inch main about one mile long to a standpipe of 360,000 gals. capacity and to the distributing mains. In the new layout provision was made for a duplicate 16-inch supply main to be installed at a later date.

In order to properly accommodate the new electric pumps and control

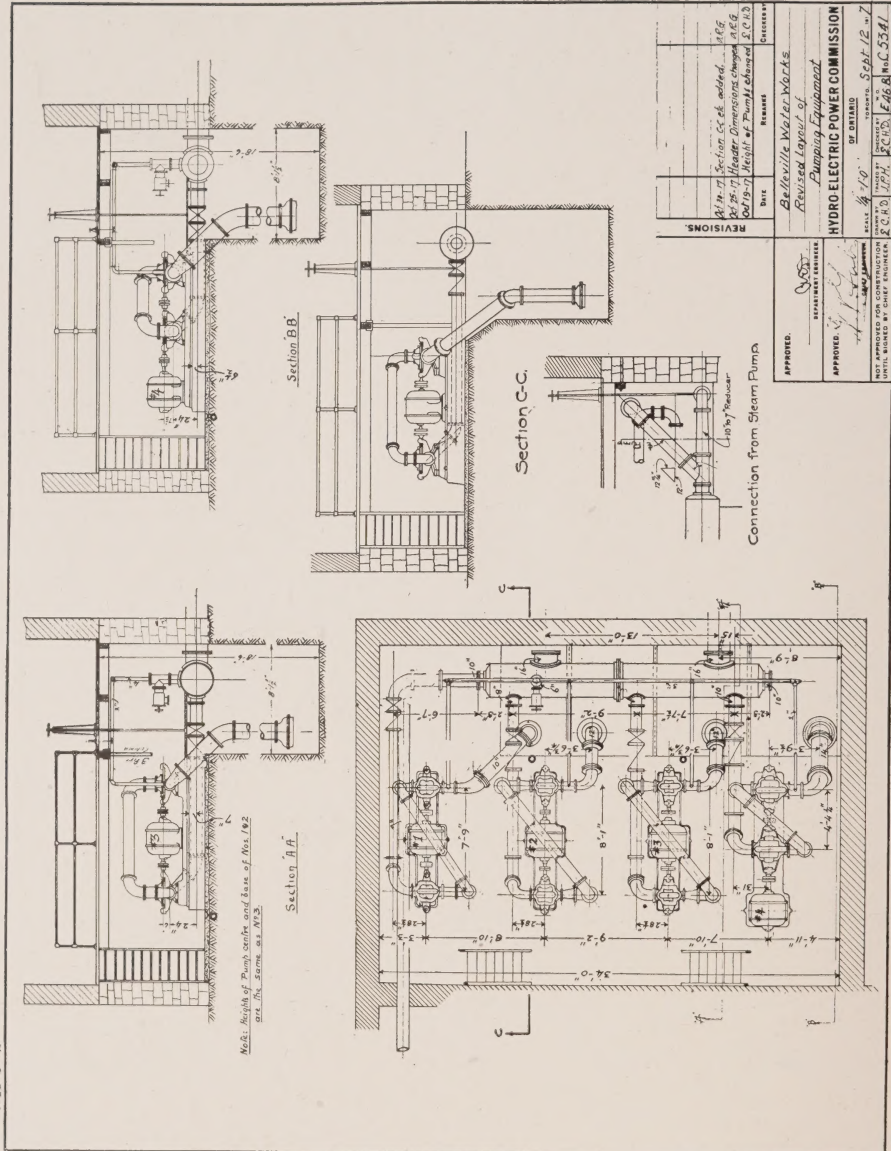
apparatus the old steam pump room was enlarged and provision was made for placing the starters from the motors on a gallery, to which was also carried the main valve stems and valves in the priming piping. This gallery extends around the sides of the pump room. On the back wall of the gallery is mounted the 550-volt bus disconnecting switches, meters, etc. The bus is sectional so that normally some of the pumps can be fed off one circuit and some off the other or if necessary all the pumps can be fed off either circuit.

There are four pumps, one of 800 gal., driven by a 100 h.p., 3 phase, 60 cycle, 550 volt, 1800 r.p.m. induction motor, two of 1100 gals., each driven by a 125 h.p. motor and one of 1560 gals., driven by a 150 h.p. motor. All the motors are of the squirrel cage type. The pumps are designed to operate most efficiently at a head of 250 ft. (108 pounds). They are also designed to deliver about two-thirds their normal capacities at a head of 325 ft. (141 pounds) for fire purposes, this high pressure being required to overcome the friction in the long 16-inch main and still give ample



# Belleville Water Works

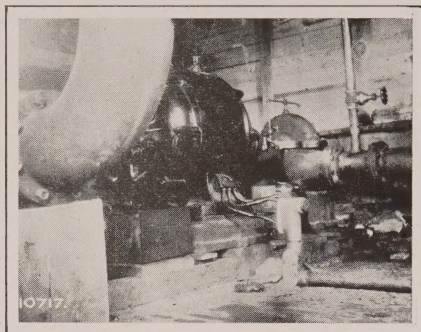
Showing Revised Layout of Pumping Equipment.



pressure in the central business district. The small deficiency in volume for fire service can be made up by the future addition of pumps driven by gasoline engines. The pumps are all two stage split stage type, that is, two single stage pumps connected in series, with the motor in the centre except in the case of the largest pump where the motor is at one end.

The intake, which extends some distance into the Bay of Quinte, delivers through screens to a suction well in the pump room from which the pumps discharge to a steel header located at the top of the suction well. The present 16-inch delivery main is connected near one end of this header and provision has been made for connecting a future 16-inch delivery main near the opposite end. All the water pumped is measured with a Venturi meter.

Perliminary plans have been drawn up providing for a new intake and suction well from which low lift elec-



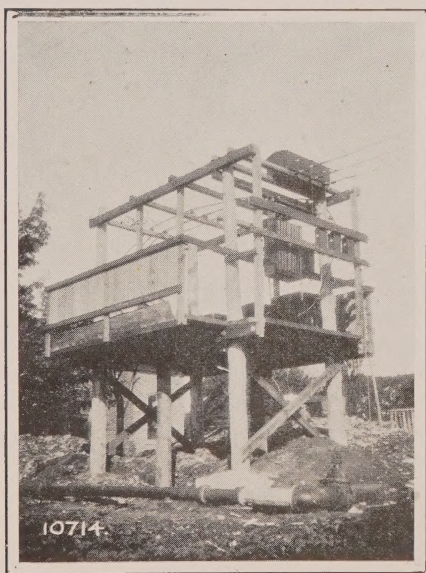
A view of No. 1 pump

tric pumps will deliver the water to Rapid sand filters which in turn will discharge to a clear water reservoir and to the present well.

When deciding upon the head and other characteristics of these pumps and the location and type of electrical equipment, consideration was given to the possibility of using the pumps and equipment in a more complete water treating and pumping plant, which might be undertaken after the war.

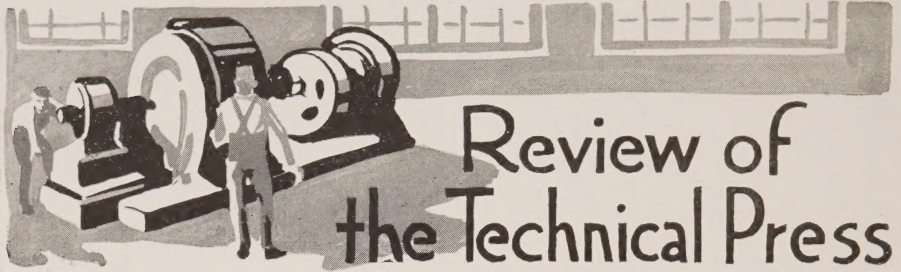
The transformers by which 550-volt service could be supplied to the present or future pumps from lines operating "Y" or delta connected have been located temporarily on a pole type structure just outside the pump house. Permanent installation of this equipment will be decided upon when a more adequate water treating and purifying system is being installed. Two independent power lines are being built to serve this station.

A comparison of the cost of pumping for 1916 and 1919 shows a saving for 1919 of \$750.00. Part of the domestic pumping in 1916 was handled by the old electric pump and the remainder by steam, 600 tons of coal at \$4.75 per ton being used. In 1919 all the pumping was done by the electric pumps.



Showing the temporary location of transformers





# Review of the Technical Press

## Electric Ovens

**T**HE wonderful results which electric cooking appliances have attained in the household by lightening labor, by doing away with unsanitary coal and ashes, by economizing on the expense of fuel, as well as by decreasing shrinkage of meats and other foods, and by the many other advantages familiar to all, have lead to the development of larger and more substantial electric heating devices to be used for baking, restaurant cooking and other commercial purposes.

The line of electric bake ovens and hotel cooking equipment is the product of years of extensive study and experimental work by electrical engineers and is in accordance with the ideas of the foremost designers and builders of bake ovens and hotel equipment, based on data compiled from experience of practical restaurateurs.

Improvements tending to greater convenience in actual operation have been adopted from time to time at the suggestion of prominent chefs and cooking authorities. A large number of installations have been made, every one of which is giving a high degree of satisfaction.

All that has been learned about the enormous saving of fuel, food, time, labor and transportation effected by domestic electric ranges can readily be applied with added emphasis to bake ovens and commercial cooking devices, since they accomplish for hundreds and thousands what the home electric equipment accomplishes for twos and tens.

Commercial cooking equipment embraces bake ovens of sizes and characters to meet every possible baking requirement, from the large stationary type of oven with a capacity of 600 one-pound loaves per bake, down to the portable box type with a surface capacity of only 50 loaves. Meat baking and combination bread baking and meat roasting ovens; the heavy duty hotel type range; electric broilers; electric frying griddles of various sizes; hotel type toasters of different capacity and design; plates and food warmers; hot plates; water heaters; urn heaters and miscellaneous heating units to take care of steam tables, warming closets, doughnut fryers and other special equipment.

### PERFECT RESULTS OBTAINED

Perfect baking is made possible with an electric oven because of the even distribution of heat, subject to



perfect control at all times by the mere turn of the switch. This perfect distribution is due to the heat being applied directly, not depending on variable air currents for making the heat uniform.

The sanitary feature is probably of next importance. An electric oven eliminates completely the filth of flying ash and coal particles and the grimy dirt accumulated in shops having the old fashioned ovens. Every baker likes to know that his entire work shop is always in a high state of sanitation—no dirty flues, no ashes or coal dust to fly into the dough, no obnoxious gases in the air, no impurities to be baked into the bread. Furthermore—since there is absolutely no danger of fire or explosion—the electric oven is absolutely safe in every particular.

The cost of labor and the inconvenience of carrying in coal, coke or charcoal and carrying out ashes must be reckoned in dollars and cents as a fixed charge against the more inefficient type of oven. The time of at least one man a day employed in firing up ovens and cleaning out ash-pits and flues must also be charged up against the fuel burners—and if ovens are kept in more than semi-sanitary condition, additional labor would be necessary. This cleaning process applies to the gas as well as the coal ovens. All this labor is unnecessary with the electric oven.

No one understands better than a baker the meaning of wasted space, particularly when it becomes necessary to rebuild or remodel his shop from time to time in order to accommodate additional oven equipment as his business expands. The electric oven accomplishes the same amount of work in a small fraction of the space

required by fuel ovens; and the space necessary for taking care of coal-bins, ashes, etc., may be utilized for more valuable purposes. The cost of erecting coal-bins, etc., is saved absolutely, and the money tied up in carrying a protective supply of coal is turned into working capital.

The stationary brick type oven, with a surface capacity of only 600 loaves, will produce 10,000 loaves in 12 hours of baking, and occupies less than 12 x 14 feet. In the same length of time a fuel oven taking up the same floor space would have a daily output of only about 60 per cent. of that of the electric oven.

#### SEPARATE COMPARTMENT CONTROL

The electric oven has independent temperature control of each deck or compartment, a feature which makes it particularly adapted to the purposes of the small baker, hotel, restaurant or hospital chef, or to others whose baking is of a diversified character. Heat can be so regulated that bread, pastries, cakes, meats, etc., can be successfully baked at one and the same time. The even distribution of heat eliminates "hot-spots" found in fuel ovens, and no juggling or shifting during the baking process is necessary—while the wide mouth door facilitates loading and unloading, and insures a capacity bake.

With the electric oven, continuous baking may be done for any number of hours. The oven cannot be "killed." Each successive bake requires approximately the same length of time. Since the heat is started by the mere snap of the switch, no preliminary heating is needed. Progressive bakers readily adapt their methods to the use of continuous baking, by sealing and moulding enough dough to load the oven and while that is baking, working the balance into loaves,

Greatly increased business has always resulted from the installation of electric bake ovens. The value of advertising "electrically baked" can hardly be estimated, suggesting as it does the magic appeal of scientific and up-to-date methods, combined with immaculate sanitation.—"Pep."

Are your saving? Victory Loan is here.

We have Victory, but it is not paid for yet.

Victory—Bought but not paid for.

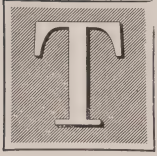
## Advertised Merchandise Will Sell





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## Great Trade Organization For Doing It Electrically



THIS is the day and age of co-operation. One of the important factors in the development is the great growth of of American industries

the trade associations and organizations supported by every industry in the country to promote, not alone the welfare of that industry, but to co-operate with the Government and with other industries.

The trade associations movement is not peculiarly an American innovation, but has been for years one of the factors that brought German industrial efficiency to the point where Germany was fast securing a stranglehold on the world's markets. In England, also, industrial organization has been most thorough and efficient. In this country the initial steps in such development were taken toward the elimination of unsatisfactory selling conditions, the establishment of better co-operation between employer and employee, and the bringing about of a better understanding between the industries themselves and the consumers who utilized the products of these industries.

Few people understand to just what the contemplated development of the electrical industry owes its growth. Of course, electrical energy is a vital necessity in home, office, factory, shop, ship-yard, mill and on the farm. Nevertheless, a few years ago people considered electricity as something for the very wealthy. To-day it is safe to say there never was a family that once had electric light in their home, or a business man who used electricity in

his office and factory that would ever be without it. To-day the industry represents in round numbers over \$3,000,000,000 invested capital. And much of this great growth can be attributed to the progressive character of the electrical trade organizations.

There are several distinct organizations in the electrical industry. For instance, the electrical manufacturers have their associations, the central stations—power and light companies—are represented by their own association, the jobbers, the contractors and dealers, and even the electrical engineers, have their own organization. Coupled with all these, and the representative not alone of all these organizations themselves but of most of the members of these associations, is The Society for Electrical Development. In this respect the electrical industry is unique and apart from all others. It is, so far as is known, the only national business, made up of many different allied classifications, which maintain a great neutral organization for the promotion of all products produced by that industry. The Society for Electrical Development was organized just prior to the beginning of the war. Its prime mission was to explain thoroughly to Americans the importance of electricity in all its phases and to aid users of electricity to take fullest advantage of its benefits. Later the Society carried on extensive educational work within the industry, such as aiding the contractor to be a better business man, helping electrical retailers to improve business relations with their customers. The whole country remembers

the two great national electrical campaigns, "Electrical Prosperity Week" and "America's Electrical Week." The entire industry co-operated in these movements. Thousands of homes were wired for electricity, and hundreds of thousands of electrical appliances were put into use to lighten the labor of housewives, to save fuel, food, time and money. In this respect The Society for Electrical Development has done incalculable good in improving living and working conditions throught the country. The President of the United States, as well as scores of world-famous men, such as Thomas A. Edison, Charles P. Steinmetz, Geo. Westinghouse and others, have complimented the Society on its great work.

The Society for Electrical Development is literally a clearing house for electrical information. When an author is writing an electrical story; when the housewife wishes to know about an electrical appliance; when a manufacturer desires to locate his market; when an inventor is seeking capital; when one or the other electrical trade organizations plan development work of any character, the Society is called in. For the most part these services are rendered without charge. On its staff are writers of great ability, advertising men who have made considerable success in various fields of merchandising, stat-

isticians who conduct a research department that has been of great assistance to the Government as well as outside interests. For example, when the lightless nights were planed during the last phase of the war and when the Government was contemplating the curtailment of certain manufactured articles, the Society was able, by working with the officials in Washington and the trade committees of other industries, to be of tremendous assistance.

The buyer of an electrical appliance, motor or heating furnace—or an entire electrical installation—may rest assured to-day that his purchase is the result of years of painstaking research, experiment and development. Among the greatest laboratories in the world are those conducted by the electrical industry; the research bureau of the lamp companies alone far out-rivals those conducted by other industries. All this is the result of co-operation.

To-day the electrical trade organizations are giving special attention to improving the relations between labor and employer, and it has been predicted by economists and sociologists that with out question one of the greatest single factors for improving living conditions is electrical energy.

—*Brooklyn N. Y. Standard-Union.*

### Victory Loan Maxims

Stint—sacrifice—save—for Victory Bonds.

More Bonds to buy—Finish the Fight.

Spend sparingly—Save for Victory Bonds.

Peace and Prosperity—via the Victory Loan.

Watch those dollars—Victory needs them.

Twenty Billions of National Wealth behind the Victory Loan 1919.



# The Boss

By R. M. Saxby

*Purchasing Department Hydro-Electric Power Commission of Ontario*



THE Boss as he is ordinarily called is usually, in a large organization, the head of a department. You will find some of them human, near human and the fellow who is all important just as though he did not travel the ordinary stages of life in his day and step up, and he as a rule is living in a very small sphere. He resents any suggestions or personal contact with those directly under him, lest he loses some imaginary prestige, forgetting that the success of any organization is not an individual affair, but depends entirely on everyone connected with the different branches to do and give the best they possess, and many times when an employee has something to discuss, which is essential to his work or department he does not receive much encouragement from the head of the department, consequently, he does not trouble the Boss when something more important develops as he thinks the Boss knows anyway.

Many a good boy has been prevented from becoming an important factor in the work of an organization from the fact that no encouragement is given to him in his work. There is an every day sameness to him, with nothing apparently ahead. Many large organizations have a policy of tabulating each employee, where merit, efficiency and service are kept record of, so that, when a vacancy occurs, those already in the employment, who are capable of considera-

tion in the filling of the position are in line for promotion. No matter what department this employee is connected with, such a system gives the live, wide-awake man some incentive to study and to be prepared.

Many of the large railways and industrial concerns give their employees instruction in the different branches in which they show adaptability, thus establishing a reserve to call on, and many of the Bosses of to-day were once message or call boys. When such a man reaches the position of Boss, he is human—not like one who develops overnight and virtually falls into the job and lacks interest in those around him, as he does not possess the training which brings him, and those directly under him, into common understanding and effort. As Kipling wrote:

*"It ain't the guns or armament  
Nor funds that they can pay,  
But the close co-operation  
That makes them win the day.  
It ain't the individual  
Nor the Army as a whole,  
But the everlasting team work  
Of every blooming soul."*

This applies to all sides of life, as well as the army, as without co-operation we cannot become efficient. The employee who is encouraged does not as a rule fail to accept the milk of human kindness in the spirit in which it is given, and he knows that the compensation will be equal to his efforts if he can show the Boss that he is in earnest to get results.

## To Fight For Niagara Power

City of Buffalo Exercised Over the Fact that Power is Much Cheaper  
Across the Border Than There



UFFALO, which fears the loss of its lake trade to Oswego, is now also much wrought up over the power situation due to the much lower rate prevailing across the border in Canada.

In an editorial the *Buffalo News* yesterday sums up the situation as follows:

Sir Adam Beek, chairman of the Hydro-Electric Commission of Ontario has announced plans for additional power development to bring the volume of electrical current for distribution among the municipalities of the Canadian province up to 2,000,000 horsepower. The plans largely have to do with the Niagara and the Saint Lawrence rivers.

All that Ontario is doing, all that it plans to do, can be done on this side of the border. We have the Niagara and the Saint Lawrence rivers from which to supply our power needs. We are merely marking time, while the Canadians are moving swiftly ahead. We are permitting the creation of a power monopoly at Niagara. The Canadians would not tolerate such a thing, except perhaps of public character.

The city of Niagara Falls, Ont., buy electrical power for \$11.50 a horse power. The city of Niagara Falls, N.Y., pays as high as \$40. Toronto, Hamilton and other Canadian cities some of them ten times as far away from the Falls development as Buffalo, buy Niagara current for far less

than the rate here. And until there is competition in the Niagara power field on this side of the stream they will continue to enjoy a great advantage in rates.

This is the electrical age, and in the nature of things Buffalo, with the city of Niagara Falls and the other municipalities of the Niagara frontier, should be the center of electrical efficiency. But the frontier is in the grip of the power ring which has developed at the Falls. Efficiency is not considered by it, nor is the public interest. By hook or crook the field has been closed to capital seeking an opportunity to add to the volume of electrical power.

The Niagara frontier never can come into its own industrially until the public interest is established—until efficiency is demanded. There is power and to spare for several large developments, on a basis of thirty horsepower for every foot of water diverted, yet the ring holds the field on a development that ranges from nine to nineteen horsepower. With the Niagara frontier municipalities it is a matter of self preservation. Already not a few industries have been lost because of the high power rate; they have gone to the Canadian side of the river. As time goes on we are going to be more and more embarrassed to meet the competition of the Canadians.

The only thing that will put us on an equal footing with them, as far as power is concerned, is to open up the Niagara field and keep it open. The only way to do this is to go to Con-



gress and to the State legislature and there fight and break the Niagara power ring. It will be no easy matter to defeat the ring's plan, which now is to get control of the lower Niagara as well as of the upper river, but it can be done. It is all a matter of concerted effort—of getting the various interests of the city putting together for Buffalo. And the welfare of Buffalo requires that the Niagara power field be opened and kept open.  
—From *The Palladin*, Oswego, N.Y.

### Save Time

I would like to see the contractors establish locally "customers' records", so that each consumer may be recorded as to the appliances in use in his home. Much time and a considerable amount of money is being wasted in useless selling and house-to-house solicitation, trying to reach consumers with devices that they have already purchased. In a number of communities in this country careful records are kept through the card system by dealers and central stations, and much time and money can be saved if such a record is kept.

We are wasting much time, and the time of the consumer in campaigns designed to interest them in, for instance, flatirons, when they already have one in use. If we have a knowledge of what the customer possesses, then we will apply intelligent salesman ship, and try to reach them with a device which we might sell to them.  
—*The Electrical News*.

The soldiers have given—you must lend.

Pay for Victory Bonds.

### Are You Trying To Climb

Are you trying to climb where the chosen are,

Where the feet of men are few?

Do you long for "a job that is worth one's while?"

Well, here's a thought for you;

The pots of gold at the rainbow's end

Are sought by the teeming mob,

But the fairies who guard them choose as friend

The man who loves his job.

No matter what grip of hand he has—

How poor or strong his brain,

There's always a place for the man who loves

His work with might and main.

Does he dig a ditch, or blaze a trail,

Where the dreams of men may run?

No clod of earth shall shoulder him

From his place cut out in the sun.

It isn't the kick, it's not the pull,

That brings the strong man out;

But it's long-time work, and it's all-time will,

And the cheerful heart and stout!

Have you faith in yourself? Do you want to win?

Is your heart for success athrob?

There's just one thing that can bring you in

With the winners—*love your job!*

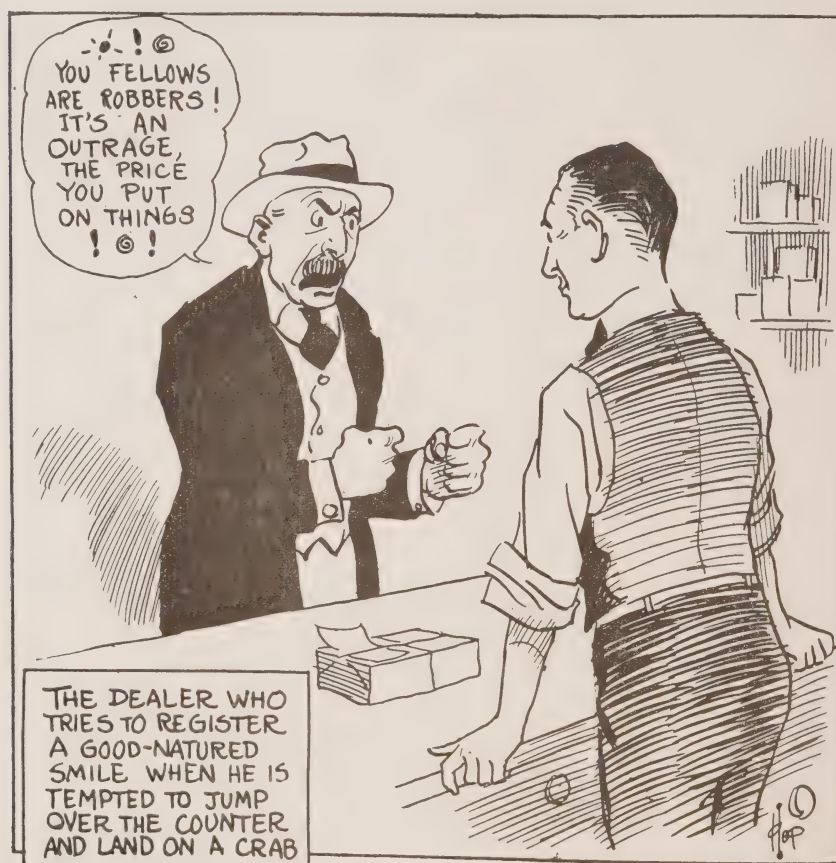
"Who goes a borrowing—goes a sorrowing, but he who INVESTS in War Savings Stamps goes on his way rejoicing."

"Thrift is such a simple thing—and it means so much. It is the foundation of success in business, of contentment in the home, of standing in society."—*Russell Sage*.


## Don't Meddle

"The one simple universal rule of organization is this—Give every one in the organization a definite job, neither too easy nor too hard; train him how to do it properly; leave him alone; and judge him by results.

"Meddling always leads to muddling. The less interference the better. The aim of an organization is to develop the individuals in it, as well as to build up a successful company. That is our British idea of organization, and we must never lose sight of it."—*Casson*.







# WHO'S WHO *in* HYDRO?



J. McHENRY, Manager of The Walkerville Hydro Electric System, was born in Cata-sauqua, Penn., in 1888.

At the early age of one year he became a resident of Canada, and received his early education at the Public School, Streetsville, Ont.



M. J. McHenry

In 1901 he entered the High School at Streetsville, and completed the course at the Humberside Collegiate Institute, Toronto. In 1906, he entered McGill University, Montreal, as a student in the faculty of Applied

Science, graduating in 1910 with the degree of "Bachelor of Science," in Electrical Engineering.

His first venture at practical work in this line was with the Toronto Street Railway in substation operation. Later he became attached to the staff of Messrs. Smith, Kerry & Chase, consulting engineers, working for this firm two years in various capacities as designer, inspector and resident engineer on substation construction.

In 1912, he left Messrs. Smith, Kerry & Chase to take a position as Sales Engineer in the Toronto District Office of The Canadian General Electric Co., which position he held until 1916, when he became Assistant Manager of Toronto District Office of the same company.

In January, 1916, Mr. McHenry left the Canadian General Electric Co. to assume the position of Manager of the Walkerville Hydro-Electric System, distributing "Hydro" to the municipalities of Walkerville and Ford, and to the township of Sandwich East, Essex County.

Mr. McHenry married Miss Myrtle Horner, of Toronto, in May, 1914, and has one son.

He is an associate member of the American Institute of Electrical Engineers, a member of The Engineers' Club, Toronto, and of the Kiwanis

Club, Windsor. He was elected to the office of Vice-president of the Association of Municipal Electrical Engineers in January last.



E. SKIDMORE, Local Manager for the Hydro-Electric Power Commission of Ontario at Cobourg, is a native of Ohio, having

come to Kitchener (then Berlin) and Waterloo, in 1892 while employed with Moffett, Hodgkins and Clarke Co., of New York City, Water Works Engineers, to manager the Water Works of those two towns which was then practically one system.

In 1899, he purchased Mr. Clarke's interest in the Cobourg Co., and organized the Cobourg Utilities Corporation out of the old Cobourg Water Works Co., and the Cobourg Electric Light and Power Co. In 1908 the plant and business of the Cobourg Gaslight and Water Co. was added, making up the total property sold to the Electric Power Co. in 1911. J.



J. E. Skidmore

E. remained as Manager at Cobourg under the Electric Power Co., and later with Hydro.

His only son, Paul, went over with the First Contingent in 1914, and is now with the Canadian Siberian Forces at Vladivostock.

## “Canada, The Land of Opportunities”

Immigration continued even during war time—but 'twas mainly of farmers who had money and came into our West to find greater opportunities for using it to advantage. To “him that hath shall be given” is an oft quoted text as true to-day as when first uttered. But the possession of the initial amount must be assured before the abundance can be bestowed. To save for the rainy day is wise. To save for an opportunity is also wise. Woolworth had \$50 of his

own saved up when he started and that gave him confidence to branch out. He had millions when he passed away, made out of nickles. Don't despise the day of small things. The humble quarter can earn 5 per cent. if saved and by means of Thrift Stamps become invested in War Savings Stamps. This method of saving may provide the wherewithal for you to seize the golden opportunity some day.





# Sales Development

## The Electrical Sign

**I**N ANTICIPATION of the lengthening evenings and the return to the winter schedule of the daylight saving scheme, merchants are now placing orders for more electric signs than were ever before ordered in one season.

For various reasons, electric signs are now being used by retail stores more commonly than ever before. While they have long been a recognized factor in the general scheme of retail publicity, their use during the past two or three years has been to some extent curtailed because of fuel shortage and for other reasons that have tended to limit the production of all kinds of store equipment. With the return of prosperous peace, however, the demand for day and night signs has increased to a remarkable degree. During the past few months there has developed an unprecedented demand for every kind of store equipment and this includes electric signs.

There is an excellent reason for this demand. The remarkable prosperity that has swept the country has created merchandising conditions that have never been known before and

live merchants are making the most of the situation. They are carrying bigger and better stocks of merchandise and are employing every possible facility to secure and handle the increased business. They appreciate that this is the harvest time and that the merchant who goes after business most aggressively will get the biggest share of it.

The popularity of the electric sign among retail merchants is based upon its tested value as an adjunct to the general advertising scheme. Of all forms of publicity, the electric sign stands out as the one dominating attention getter. It compels notice and only the blind can escape its insistent message.

If there is any merchant who is in doubt as to the practical selling efficiency of an electric sign, he has only to consider the large and growing list of successful stores in all parts of the country that are using these signs. The merchants who conduct these stores are hard-headed business men—they have but one purpose in using electric signs—to get more people into their stores.

The electric sign has two notable advantages that recommend it to the

retail merchant. One advantage lies in its ability to command notice—to establish its location, and the location of the store in the mind of the observer. Another advantage is its long "range" and circulation. A well placed sign will dominate the attention of all observers for a distance of blocks and there is no getting away from the message it spells.

To the merchant whose store is well located on the best street the day and night sign is a big business asset, as the better the location, the more people there are to see and be influenced by the sign. To the store that is not

so favorably located, this kind of a sign is doubly important—it is, in fact, indispensable. The store that is a few doors, or a few blocks off the main street must use every possible means to overcome this disadvantage, and there is no more effective means of accomplishing this than through the use of an electric sign. So far as the practical purpose of drawing customers is concerned, a strong day and night sign actually improves the location of any store, inasmuch as it reaches out for blocks and brings the people in.—*Merchants' Record and Show Window.*





# Fundamentals of Electrical Merchandising

By Mr. W. L. Goodwin

*General Electric Co., New York*



A. CHASE and I have just completed a trip which started in New York and covered the entire country, including Canada. During

that whole trip we failed to hear a single note of criticism against the business methods of the contractor-dealers. We found a material improvement in their credit standing, as well as in their moral standing.

To-day the contractors have the interested attention of every other group in the industry, and you have proved your ability to carry through the tasks that you have set for the industry.

But, speaking in general terms makes it difficult for the average man to apply them to his daily business.

Better merchandising, or merchandising opportunities, are present on every hand, but for you to take them back to your home, and apply them, is the difficult thing.

The trade press of this country have done commendable work in carrying the message of better merchandising. But without your application of the ideas suggested, time has been wasted, and money uselessly spent.

In this travel around the country I ascertained that there is a keen desire on the part of those contractors into that branch of the business. Lack of men to man the institution, and lack of knowledge as to the correct thing to do, has caused many to hesitate upon embarking in the merchan-

dising enterprise.

Notwithstanding that fact, however, some 350 stores have been opened within the past two years, with only one failure recorded, to my knowledge, and that is evidence, in my opinion, that we electrical men have acquired some ability in the conduct of retail stores. Merchandising, in itself, is a very simple thing to those who understand it. It has been said that people must possess a natural ability to conduct a retail business. That is true only to a certain extent. But with men of intelligence and experience, such as most of the men in the electrical industry are, I feel that we have the talent in the organization to carry, for all time in the future, a satisfactory and complete public service on the part of the electrical people.

## THE ELECTRICAL BUSINESS FOR ELECTRICAL PEOPLE

We find in this field of merchandising, the greatest opportunity for development. The way that the electrical men are taking hold of this problem convinces me that once more we have set a pace in merchandising that must be followed by other merchants, and that we are once more regaining to the electrical industry that part of the business which was fast getting away from the electrical people. We have, of course, no desire to drive from the business those concerns that take on our lines, as an incidental part of their business. But

we do wish to establish practices in the trade that might well be followed by others.

If we accomplish the tasks set before us, in establishing proper policies, and rendering the right kind of public service, then we may be sure that this electrical industry, from the retail standpoint, will be preserved to electrical people. With that idea in mind we are going to present some of the Fundamentals of Merchandising.

#### THE CRYING NEED

The most crying need at the present time, is the maintenance of proper retail stores. That is perfectly obvious. And, next to that in importance, to my mind, is the need of improved packing methods—the improvement of packing to the extent that the commodities may be standardized and the cost of conducting the sale of them reduced to a minimum.

The products in the store of the average electrical dealer present a most miserable appearance, and it is utterly impossible for any electrical dealer to maintain a well-ordered store with the products now given to him, the facilities at his command for window displays being totally inadequate for the job to be done.

#### PROPER BOXING HELPS SELL GOODS

Following that suggestion, several manufacturers have already started to study this question, and improve their packing methods. A few tests we have made during the past six months may prove of interest to you.

A particular bell-ringing transformer, on display in a retail store in New York City, resulted, as the dealer reported, in the sale of only two transformers in a period of thirty days.

That same product, packed in proper packages, for a proper window display, sold 202 of these bell-ringing transformers in thirty days, proving conclusively that in the first instance the dealer had not been provided with proper facilities to sell the product.

If you contractor-dealers will point out to the manufacturers this opportunity to improve the method in getting their products to you, you will decrease your overhead expense.

The most important feature in entering a retail business is location, as we will take occasion to point out later on.

#### VALUE OF GOOD LOCATION

The next most important feature is the selection and character of goods known to you, that are saleable in your community. A very good location, backed up by the most efficient management and knowledge of the business will prove unsuccessful, if the merchandise offered is not saleable in the particular community in which the store is located. Local demands represent a large percentage of the opportunity for success.

The enjoyment of large demand does not necessarily mean greater net profits. Increased demand is of no value if the increase in compensation is offset by an even larger increase in selling expense. We should only require reasonable sales effort on the part of the dealer, to make a sale. Therefore, the manufacturers and jobbers must assist you in popularizing the product which they manufacture, in the community in which you operate.

And so you should give much consideration to what I call local demand—a knowledge of a particular product in the local community, and, so far as it is possible to do so, serve that



product to your community.

#### CONCENTRATE YOUR BUSINESS

Next in importance is concentration of business. Much time and money has been wasted by dealers, in an attempt to carry every conceivable product to take care of an occasional demand. Concentrated sales effort on the part of the dealer, on any line or lines that he may select, in my opinion, will produce the best results.

Co-operation of jobbers and central stations in your local community is vital to the success of any retail business.

Employees who have a knowledge of the electrical business, and are capable of answering such technical questions as the public might raise, are absolutely essential. To the degree that we acquire well-informed sales people, just to that degree will we maintain our competition with other merchants.

#### READ THE TRADE PAPERS

Keep posted upon every up-to-date idea. This can only be acquired by reading the trade papers. I would suggest that we consider it almost a religion—the necessity of reading, each morning, for not less than fifteen minutes, some good trade paper. We are more or less deficient in reading the very valuable information available through the medium of the trade press.

Next in importance, in the retail merchandising proposition, comes local newspaper advertising. We must acquire the habit of local newspaper advertising. It should not, in any way, be considered an additional burden, or expense. You cannot successfully conduct a retail store without local newspaper advertising. I would like to see the electrical industry acquire that habit, at a very early date.

The tendency on the part of dealers to argue with customers about goods that have proved unsatisfactory is a thing that should be eliminated. I believe we should adopt a slogan that no sale is made unless the customer is satisfied, and freely take back any article that may have proved unsatisfactory to the customer.

We should hesitate to sell to the consumer an article of unknown value to us. Merely because an increased margin of profit is offered is no reason for our selling goods of unknown merit. There are too many articles on the market of known merit, and the tendency on the part of dealers, after a line has been established and a popular demand created, when a new and cheaper line comes on to the market, to take on this new line, should be deprecated.

The public will purchase from electrical people because of the superior knowledge of electrical matters that, they believe the electrical man possesses. Time alone will prove whether we are utilizing that superior knowledge to the best advantage.

#### WINDOW DISPLAY DEALER'S BIGGEST ASSET.

Perhaps the biggest asset of a dealer is the window display, which by no means is utilized to the maximum efficiency at this time. Facilities have not been provided to make the proper display. Urge manufacturers to give you the facilities to display your appliances and materials, and utilize your window display. Follow the experience of the best merchants in your community—the department store. And bear in mind that the selection of the most desirable location in the community is the occasion for window display. A good store, in a good location is of no value without an attractive window display. That is the

biggest asset that you possess once you have established your location, and you should utilize it to its maximum efficiency.

#### STANDARD PLUGS AND RECEPTACLES

The most important item that retards retail development, to my mind, at this time is the lack of standardization of wall, or convenience, receptacles—lack of standardization of plugs and receptacles on current-consuming appliances, such as toasters, flatirons, vacuum cleaners and other devices. That lack of standardization is due solely to the petty jealousies of the various manufacturers.

There is no medium that I know of that can enforce standardization of these things, except the contractor-dealer. I would like to see some action taken that would cause the manufacturers of this country to appreciate that they are retarding the growth of the entire industry by their petty jealousies and selfishness, in trying to put over their pet designs of receptacles.

We must first require a standard receptacle and then back it up with a campaign to rip out every wall receptacle in this country that doesn't fit that standard. Twenty or twenty-five years thereafter we must follow the example set by the manufacturers of incandescent lamps, and then, next, we must do something to enforce, on the part of the appliance manufacturers, interchangeable receptacles.

For intelligent men to continue, in these modern times, selling one or more dozen appliances, and requiring the purchaser to buy a different plug and provide a different receptacle for each one, reflects no credit upon our industry. Each plug and receptacle should be standardized, just as the incandescent lamp has been standardized. What the standard is I care not, and who suffers by the bringing about of such standardization I care not. Even those who may be first to suffer considerable loss in the bringing about of this change would reap their reward in compound interest in a very short time.—*From Electrical News, Toronto.*

## Canada Expects

To-day Canada adopts the famous phrase of the historic message issued by Nelson to his gallant sailors at Trafalgar. Canada has infinite faith in her sons and daughters. She knows she has only to hoist the signal and they will do their duty right well. They have never failed her yet. They will not fail her to-day.

The men and women of Canada should count it a privilege to be liberal subscribers to an enterprise whose objects are to complete the Do-

minion's obligations to the men who helped to win the war and to place the finances of the Dominion upon a stable basis. Could any enterprise have more worthy objects?

"Canada expects that every man and woman do his duty." Let true Canadians imagine that they read these words about the Bank Cashier's office when they subscribe to the VICTORY LOAN. Canada is confident that the Loan will be a complete success.



# HYDRO NEWS ITEMS

## CENTRAL ONTARIO SYSTEM

*Oshawa.*—General Motors of Canada, Limited, is constructing large additions to the former McLaughlin and Chevrolet factories and is also constructing a factory for the manufacture of Oldsmobile cars and trucks. 1,500 H.P. in addition to the former

contract will be required for operation of electrically heated enamelling ovens and motors.

A coal handling plant is being installed at the Oshawa Gas Plant.

*Peterborough.*—A siding and coal handling equipment will be installed at once at the Peterboro Gas Plant.

“Neither a borrower or a lender be—” said the immortal William Shakespeare. To-day he would say—“Invest in War Savings Stamps and be ready for the Rainy day or the Sunny opportunity.”

“Genuine thrift is free from all mindedness. It is an entirely praiseworthy thing. Nobody need be ashamed to practice. In fact, you are more open to criticism if you do not follow some regular plan of saving.”

“All true generosity can proceed only from thrift, because it is no generosity to give money which does not belong to you, as is the case with the unthrifty.”

“Thrift is management of your affairs in such a manner that the value of your possessions is constantly being increased.”

“There are but two ways of paying debt; increase of industry in raising income; increase of thrift in laying it out.”—*Thomas Carlyle.*

“Nine-tenths of getting ahead consists of laying something aside.”—*John Wanamaker.*

“The man who does not and can not save money can not and will not do anything else worth while. The best way to accumulate money is to resolutely save and bank a fixed portion of your income, no matter how small the amount.”—*Andrew Carnegie.*

“Economy no more means saving money than it means spending money; it means administration of a house; its stewardship, spending or saving, whether money or time, or anything else, to the best possible advantage.”—*John Ruskin.*

He has one leg! You have two hands to help him—hands to hold Victory Bonds.

Lend the crippled soldier a hand—Buy Victory Bonds.

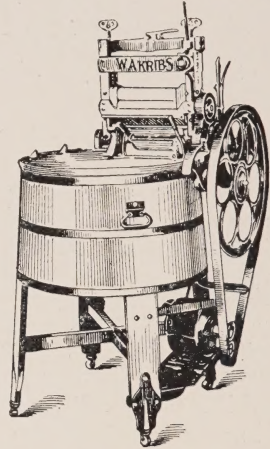
Prepare to pay for Victory.

# \$80 Kribs Electric Washer \$80

## Banish Washday Drudgery

**N**O need now to rub and scrub the life out of clothes and the happiness out of a day on a back-breaking wash-board. You can now have an electric washer with all its advantages at a cost within the means of every housewife. The Kribs Electric Washer is just as efficient as other machines that cost two or three times as much, and soon pays for itself in saving clothes, time and labor.

The Kribs Electric Washer works with a half-turn movement. And is operated by a Robbins & Myers motor, which will last for years. It is also equipped with a special safety release wringer, which releases at both ends **instantly** when the spring is pressed. This feature is a big advance over the old style one-end release. The *cut gears* on the Kribs Electric Washer are so superior over the *cast gears* usually used on low-priced washers that comparison quickly demonstrates the advantage. It washes a tubful of clothes in a surprisingly short time—washes them thoroughly—and costs only a few cents an hour for operation. The price of the machine is **only \$80.00.**



## 14 Days' Free Trial

During November only, we are introducing a limited number of these machines on a *Fourteen Days' Free Trial*. Upon request a Kribs Electric Washer will be placed in your home *with no expense to you*. No obligation to buy. Do your regular washing for two weeks. If it doesn't prove its worth many times over in saving time and labor and its efficiency in washing blankets, woollens, tablecloths, everything down to the flimsiest lace—we don't want you to keep it. *But*, we are sure you will be so pleased with the washer that you will want to keep it—then we can arrange an easy payment plan for you.

### Easy Terms Arranged

During this demonstration sale easy monthly payments to suit every purchaser can be arranged. In fact, you can pay for the machine out of its actual savings. You have all its advantages free.

We want to place as many of these machines as possible this month. The easy terms will suit you fine.

### Offer Good Till November 30 Only

We have been allotted only a few washers for this special sale. Therefore we are limiting the sale to November thirtieth. Call immediately and inspect one of these machines. Then have one placed in your home. You can make no mistake in giving a Kribs Electric Washer a trial.

### NOTICE TO PUBLISHER

In the plate this space is mortised—set the usual signature of the Hydro Shop in large type, also phone number and learn if shop is open evenings, if so give hours.

Facsimile of an ad to be used next month in a washer campaign by Hydro Shops in Eastern Ontario





# Hydro Municipalities

## NIAGARA SYSTEM

25 Cycles

|                           | Pop.    |
|---------------------------|---------|
| Acton .....               | 1,570   |
| Ailsa Craig .....         | 462     |
| Ancaster .....            | 400     |
| Ancaster Township .....   | 4,577   |
| Aylmer .....              | 2,119   |
| Ayr .....                 | 780     |
| Baden .....               | 710     |
| Barton Township .....     | 6,061   |
| Beachville .....          | 503     |
| Biddulph Township .....   | 1,750   |
| Blenheim .....            | 1,257   |
| Bolton .....              | 727     |
| Bothwell .....            | 695     |
| Brampton .....            | 4,023   |
| Brantford .....           | 26,601  |
| Brantford Township .....  | 7,739   |
| Breslau .....             | 500     |
| Brigden .....             | 400     |
| Burford .....             | 700     |
| Burford Township .....    | 3,882   |
| Burgessville .....        | 300     |
| Caledonia .....           | 1,236   |
| Chatham .....             | 13,943  |
| Chippewa .....            | 707     |
| Clinton .....             | 1,981   |
| Comber .....              | 800     |
| Dashwood .....            | 350     |
| Delaware .....            | 350     |
| Dereham Township .....    | 3,176   |
| Dorchester .....          | 400     |
| Dorchester S. Tp. ....    | 1,457   |
| Drayton .....             | 613     |
| Dresden .....             | 1,403   |
| Drumbo .....              | 400     |
| Dublin .....              | 218     |
| Dundas .....              | 4,834   |
| Dunnville .....           | 3,286   |
| Dutton .....              | 840     |
| Elmira .....              | 2,065   |
| Elora .....               | 1,005   |
| Embro .....               | 472     |
| Etobicoke Township .....  | 5,822   |
| Exeter .....              | 1,504   |
| Fergus .....              | 1,679   |
| Flamborough E. Tp. ....   | 2,229   |
| Forest .....              | 1,421   |
| Galt .....                | 11,920  |
| Georgetown .....          | 1,654   |
| Goderich .....            | 4,553   |
| Grantham Township .....   | 3,133   |
| Granton .....             | 300     |
| Guelph .....              | 16,022  |
| Hagersville .....         | 1,053   |
| Hamilton .....            | 104,491 |
| Harriston .....           | 1,563   |
| Hensall .....             | 717     |
| Hespeler .....            | 2,887   |
| Highgate .....            | 427     |
| Ingersoll .....           | 5,300   |
| Kitchener .....           | 19,380  |
| Kambeth .....             | 350     |
| Listowel .....            | 2,291   |
| London .....              | 57,301  |
| London Township .....     | 6,024   |
| Louth Township .....      | 2,212   |
| Lucan .....               | 643     |
| Lynden .....              | 662     |
| Markham .....             | 909     |
| Merriton .....            | 1,670   |
| Milton .....              | 1,947   |
| Milverton .....           | 929     |
| Mimico .....              | 2,004   |
| Mitchell .....            | 1,656   |
| Moorefield .....          | 335     |
| Mount Brydges .....       | 500     |
| New Hamburg .....         | 1,398   |
| New Toronto .....         | 1,423   |
| Niagara Falls .....       | 11,715  |
| Niagara-on-the-Lake ..... | 1,318   |
| Norwich .....             | 1,093   |
| Norwich N. Township ..... | 2,029   |
| Norwich S. Township ..... | 1,907   |
| Oil Springs .....         | 537     |
| Otterville .....          | 500     |
| Palmerston .....          | 1,843   |
| Paris .....               | 4,437   |
| Petrolia .....            | 3,047   |
| Plattsville .....         | 550     |
| Point Edward .....        | 937     |

|                            | Pop.    |
|----------------------------|---------|
| Port Credit .....          | 1,179   |
| Port Dalhousie .....       | 1,318   |
| Port Stanley .....         | 831     |
| Preston .....              | 5,284   |
| Princeton .....            | 600     |
| Ridgetown .....            | 2,080   |
| Rockwood .....             | 650     |
| Rodney .....               | 626     |
| Sandwich .....             | 3,077   |
| Sarnia .....               | 12,323  |
| Scarborough Township ..... | 5,525   |
| Seaforth .....             | 2,075   |
| Simcoe .....               | 4,032   |
| Springfield .....          | 422     |
| St. Catharines .....       | 17,917  |
| St. George .....           | 600     |
| St. Jacobs .....           | 400     |
| St. Mary's .....           | 3,960   |
| St. Thomas .....           | 17,216  |
| Stamford Township .....    | 3,418   |
| Stratford .....            | 17,371  |
| Strathroy .....            | 2,816   |
| Streetsville .....         | 500     |
| Tavistock .....            | 974     |
| Thamesford .....           | 504     |
| Thamesville .....          | 742     |
| Thorndale .....            | 250     |
| Tilbury .....              | 1,605   |
| Tillsonburg .....          | 3,059   |
| Toronto .....              | 460,526 |
| Toronto Township .....     | 5,008   |
| Townsend Township .....    | 3,268   |
| Vaughan Township .....     | 4,059   |
| Walkerville .....          | 5,349   |
| Wallaceburg .....          | 4,107   |
| Waterdown .....            | 696     |
| Waterford .....            | 1,027   |
| Waterloo .....             | 5,091   |
| Waterloo Township .....    | 6,538   |
| Watford .....              | 1,115   |
| Welland .....              | 7,905   |
| West Lorne .....           | 708     |
| Wellesley .....            | 583     |
| Weston .....               | 2,283   |
| Windsor .....              | 26,524  |
| Woodbridge .....           | 615     |
| Woodstock .....            | 10,004  |
| Wyoming .....              | 526     |
| Zurich .....               | 450     |

## SEVERN SYSTEM

60 Cycles

|                       | Pop.  |
|-----------------------|-------|
| Alliston .....        | 1,237 |
| Barrie .....          | 6,866 |
| Beeton .....          | 588   |
| Bradford .....        | 946   |
| Coldwater .....       | 617   |
| Collingwood .....     | 7,010 |
| Cookstown .....       | 635   |
| Creemore .....        | 599   |
| Elmvale .....         | 775   |
| Midland .....         | 7,109 |
| Orillia .....         | 7,448 |
| Penetang .....        | 3,672 |
| Port McNichol .....   | 500   |
| Stayner .....         | 990   |
| Thornton .....        | 250   |
| Tottenham .....       | 557   |
| Victoria Harbor ..... | 1,542 |
| Waukegan .....        | 600   |

## WASDELL'S SYSTEM

60 Cycles

|                  | Pop. |
|------------------|------|
| Beaverton .....  | 821  |
| Brechin .....    | 215  |
| Cannington ..... | 746  |
| Sunderland ..... | 570  |
| Woodville .....  | 357  |

## NIPISSING SYSTEM

60 Cycles

|                 | Pop.  |
|-----------------|-------|
| Callander ..... | 650   |
| Nipissing ..... | 400   |
| North Bay ..... | 9,651 |
| Powassan .....  | 572   |

Pop.

## MUSKOKA SYSTEM

60 Cycles

|                   | Pop.  |
|-------------------|-------|
| Gravenhurst ..... | 1,600 |
| Huntsville .....  | 2,135 |

## EUGENIA SYSTEM

60 Cycles

|                          | Pop.   |
|--------------------------|--------|
| Alton .....              | 700    |
| Artemesia Township ..... | 2,396  |
| Arthur .....             | 1,003  |
| Chatsworth .....         | 286    |
| Chesley .....            | 1,860  |
| Dundalk .....            | 750    |
| Durham .....             | 1,520  |
| Elmwood .....            | 500    |
| Flesherton .....         | 428    |
| Grand Valley .....       | 586    |
| Hanover .....            | 3,310  |
| Holstein .....           | 285    |
| Horning's Mills .....    | 350    |
| Markdale .....           | 904    |
| Mount Forest .....       | 1,871  |
| Neustadt .....           | 470    |
| Orangeville .....        | 2,381  |
| Owen Sound .....         | 11,819 |
| Shelburne .....          | 1,018  |
| Tara .....               | 620    |

Total 33,057

## OTTAWA SYSTEM

60 Cycles

|              |         |
|--------------|---------|
| Ottawa ..... | 100,561 |
|--------------|---------|

## THUNDER BAY SYSTEM

60 Cycles

|                   |        |
|-------------------|--------|
| Port Arthur ..... | 15,224 |
|-------------------|--------|

## CENTRAL ONTARIO SYSTEM

60 Cycles

|                   | Pop.   |
|-------------------|--------|
| Belleville .....  | 12,080 |
| Bloomfield .....  | 523    |
| Bowmanville ..... | 3,545  |
| Brighton .....    | 1,278  |
| Cobourg .....     | 4,457  |
| Colborne .....    | 811    |
| Deseronto .....   | 2,061  |
| Kingston .....    | 22,265 |
| Lindsay .....     | 7,752  |
| Madoc .....       | 1,114  |
| Millbrook .....   | 746    |
| Napanee .....     | 2,881  |
| Newburgh .....    | 444    |
| Newcastle .....   | 600    |
| Omamee .....      | 446    |
| Orono .....       | 700    |
| Oshawa .....      | 8,812  |
| Peterboro .....   | 28,996 |
| Pictou .....      | 3,408  |
| Port Hope .....   | 4,486  |
| Stirling .....    | 823    |
| Trenton .....     | 5,169  |
| Tweed .....       | 1,350  |
| Wellington .....  | 829    |
| Whitby .....      | 2,902  |

Total 118,478

## ST. LAWRENCE SYSTEM

60 Cycles

|                    | Pop.  |
|--------------------|-------|
| Brockville .....   | 9,473 |
| Chesterville ..... | 868   |
| Prescott .....     | 2,630 |
| Williamsburg ..... | 100   |
| Winchester .....   | 1,042 |

Total 14,113

## RIDEAU SYSTEM

60 Cycles

|                     | Pop.  |
|---------------------|-------|
| Carlton Place ..... | 3,706 |
| Perth .....         | 3,358 |
| Smith's Falls ..... | 6,115 |

Total 13,179

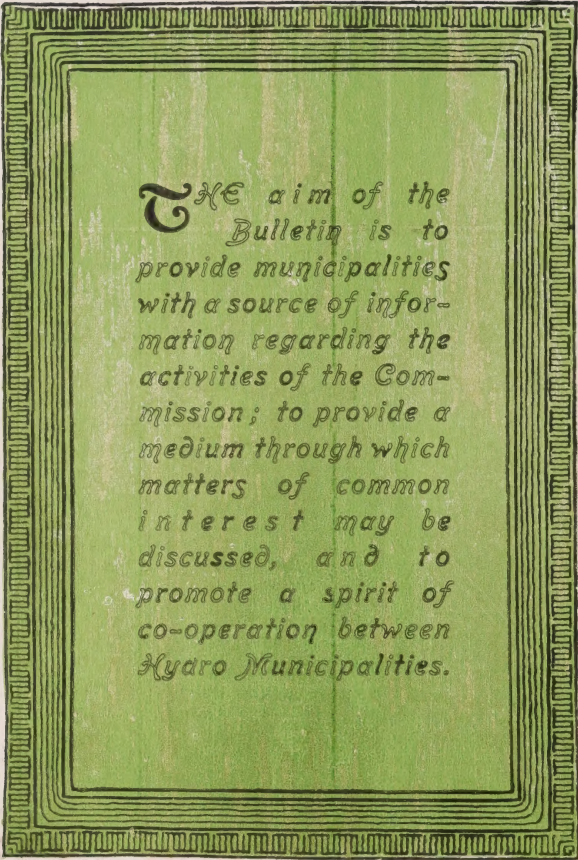
## ESSEX COUNTY SYSTEM

25 Cycles

|                    | Pop.  |
|--------------------|-------|
| Amherstburg .....  | 1,990 |
| Canard River ..... | 50    |
| Cottam .....       | 100   |
| Essex .....        | 1,429 |
| Harrow .....       | 375   |
| Kingsville .....   | 1,633 |
| Leamington .....   | 3,604 |

Total 9,181

Total 11,273



*THE aim of the  
Bulletin is to  
provide municipalities  
with a source of infor-  
mation regarding the  
activities of the Com-  
mission; to provide a  
medium through which  
matters of common  
interest may be  
discussed, and to  
promote a spirit of  
co-operation between  
Hyaro Municipalities.*